

Curriculum

To be reviewed by <i>February 2023</i>	Activity number 32	Cross-Cultural Competence in CSDP Missions and Operations	ECTS 2
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<p style="text-align: center;"><u>Target audience</u></p> <p><i>Participants would normally be mid- to high-level personnel (civilian, police and military) from Member States and EU institutions and agencies who are assigned to or are interested in participating in CSDP missions and operations.</i></p> <p><i>The course can be open to participants from Third Countries, IGOs and NGOs.</i></p>	<p style="text-align: center;"><u>Aim</u></p> <p>The aim of the course is to provide the fundamentals of understanding the cultural environment in a CSDP mission and to provide the participants with a comprehensive set of cross-cultural knowledge and skills. Moreover, this knowledge will reduce the risks of possible cultural related issues, including misbehaviours and misunderstandings. The course is an introduction to cross-cultural competence in multiple environments, including fragile and conflict-related environments. The training involved uses blended learning, including personal interactions that focus on combining civilian and military perspectives with interdisciplinary expertise. An additional aim is to build a network of personnel with cross-cultural competence participating in CSDP missions and operations.</p>
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Learning outcomes	Knowledge	<ul style="list-style-type: none"> identify and analyse the cultural aspects of mission and operations explain cross-cultural competence and its place in crisis management activities recognise the potential of culture awareness to help the mission mandate be fulfilled more successfully define cross-cultural and interagency communication and intercultural leadership define the role of cultural knowledge, skills and competencies in CSDP activities recognise and comprehend ethical implications and controversies identify the implications of the contemporary security environment define how cultural competence can enhance future missions and operations (consider cultural, gender, ethnic, religious and professional identity) identify the Other's way of thinking based on cognitive sciences and anthropology describe Cultural property protection (by legislation, laws, UNESCO) as part of the cultural dimension recognise Building Integrity as part of culture label and interpret CSDP mission risks and ways of reducing the effects of cultural misbehaviour and misunderstandings evaluate and label Cultural Intelligence for CSDP missions and operations
	Skills	<ul style="list-style-type: none"> become culturally self-aware and apply this knowledge when dealing with cultural matters in security contexts expressing oneself with deeper awareness of one's own discourse strategy (Semiological skills) perform cultural analysis of the CSDP mission or operation and compare civilian and military methods to crisis management activities manage multicultural groups successfully communicate effectively and conduct successful cross-cultural negotiations maintain high ethical standards while dealing with the operationalisation of cultural competence apply lessons learned in the field of operationalisation of cultural competence and cultural heritage explain and apply Risk analysis methods of cultural environments analyse the Cultural environment and explore ways of achieving the mission objectives using the Cultural background.

Competencies	<ul style="list-style-type: none"> • assess the influence and role of cultural factors in CSDP missions and operations • practise strategies for coping with cultural issues as part of everyday work • compare and demonstrate lessons identified and successes in the operationalisation of cultural competence for the purpose of missions and operations • discuss how to reduce and eliminate problems of cross-cultural communication in leadership roles or when participating in multicultural/multiagency groups • apply the knowledge and skills gained to specific situations in everyday work
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Evaluation and verification of learning outcomes

The course is evaluated according to the Kirkpatrick model: it uses of level 1 evaluation (based on participants' satisfaction with the course).

In order to complete the course, participants must accomplish all learning objectives. This is evaluated based on their active contribution during the residential module, including the syndicate session and practical activities, and on their completion of the eLearning phases. Course participants must complete the autonomous knowledge units (AKUs) and pass the tests (mandatory), scoring at least 80% in the incorporated out-test/quiz. There will be active observation by the course director/lead instructor for course design purposes, and course participants will be asked to complete a feedback questionnaire at the end of the course for further development. **However, no formal verification of learning outcomes is foreseen; the proposed European credit transfer system (ECTS) score is based on participants' workload only.**

Course structure		
Main topic	Recommended Working Hours (of which eLearning)	Content
Introduction to cross-cultural competence (3C)	12 (6)	<ul style="list-style-type: none"> • Cultural awareness: relevance of the topic; importance of self-reflection/self-awareness; cultural stereotypes; gender and identity in different cultural contexts and how to address them • Applying cross-cultural competence at strategic and policy level • Cross-cultural competence (3C) for security purposes, including ethical considerations and decisions • Cultural awareness, including cultural, gender, ethnic, religious and professional identity.
Operationalisation of culture	12 (6)	<ul style="list-style-type: none"> • Operationalisation of 3C for missions and operations • Cultural self-awareness reinforcing the affective aspect of learning • Cross-cultural communication and negotiation in security and defence contexts • Cultural Intelligence • Risk analysis regarding cultural challenges • Building Integrity as part of a culture
Cross-cultural competence for CSDP	16 (8)	<ul style="list-style-type: none"> • Cross-cultural competence in fragile and conflict environments • Applying civilian and military methods to cultural awareness and operationalisation of culture • Interagency cooperation • Multicultural project management and leadership
Good practices and lessons learned	8 (4)	<ul style="list-style-type: none"> • Good practices of cross-cultural competence • Applying lessons learned • Case studies and contemporary issues regarding cultural awareness and its operationalisation
Future of 3C for CSDP	6 (2)	<ul style="list-style-type: none"> • The virtual domain, training, cyber warfare • The future security environment and 3C for CSDP
TOTAL	54 (26)	

<u>Materials</u>	<u>Additional information</u>
<p><i>Essential eLearning:</i> AKU 2 – European Global Strategy AKU 10 – The EU's mediation and negotiation capacities AKU 21 – Intercultural competencies</p> <p>Syndicate materials, scenarios and other documents provided by Course director</p> <p><i>Recommended study on voluntary basis:</i> Learning materials (reading, video and audio) and other online training courses (computer-assisted simulations, role play, case studies and virtual interactions), as decided by the Course director / training provider.</p> <p>EU documents, i.e <i>Generic Standards of Behaviour/Code of Conduct</i></p>	<p>All course participants must prepare for the residential module by going through the relevant eLearning preparatory phase; this is mandatory.</p> <p>The materials proposed for supplementary eLearning will reflect current developments in the field of cross-cultural competence for CSDP in general and relevant EU policies in particular.</p> <p>In order to facilitate discussion between course participants and trainers/experts/guest speakers, the Chatham House Rule is used during the residential module: <i>'participants in the course are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed'</i>.</p> <p><i>Recommended methodology:</i> This course is best delivered interactively using mainly the presentation method, but also role play scenario, case studies, scenarios and debriefings, and any other exercises that enable participants to reflect and apply the course content.</p>